QPA

QUEEN'S PRINTER AGENCY

# BUSINESS PLAN
# 1997/98

Yukon

Government Services

103-03185/

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# A. INTRODUCTION

This Queen's Printer Agency (QPA) of the Supply Services Branch, Department of Government Services, is in the process of transition to an entrepreneurial, client-driven provider of publishing services. To date, this process has been marked by a strategic refocus on its core business, a shift away from rules-driven toward service-oriented relationships with its clients, and by the evolution of its organizational structure. The transition will continue throughout fiscal year 1997/98.

**This plan charts the Queen's Printer Agency's transition to Special Operating Agency status during 1997.98 and beyond**

This plan is focused on operating the QPA as a Special Operating Agency (SOA). Fee for service delivery will start in 1997/98.

## 1. Queens Printer Agency

The QPA is a unit within the Supply Services Branch of the Department of Government Services, Government of the Yukon. Offices and production facilities are located in the Supply Services Building, 9029 Quartz Road in Whitehorse, Yukon.

**QPA - a unit within the Supply Services Branch of Government Services**

Office hours are from 0800 to 1700, Monday through Friday. The Printroom operates from 0730 to 1930, Monday through Friday.

## 2. Mission

**Mission:**

The mission of the Queen's Printer Agency is to help government departments and publicly funded agencies meet their objectives by providing cost-effective, client-driven publishing services.

**Publishing services**

## 3. Mandate

**Mandate:**

The QPA is accountable for:

- **Bottom line results:** managing the delivery of publishing services in an entrepreneurial and business-like manner to ensure that the best use is made of government resources.
- **Client Service:** satisfying its clients' publishing and equipment planning needs.
- **Public Policy:** meeting the public policy objectives of the Yukon government.

- **Bottom line results**
- **Client Service**
- **Public Policy**

## 4. Products and Services

**Products and Services**

To meet the publishing needs of its clients, the QPA provides the following services:

- **In-house, black ink print-on-demand production.**

QPA has defined the niche it will fill in meeting government-wide printing needs, namely black ink, print-on-demand service. Offset and colour production will be left to the private sector. QPA is committed to working within the defined niche, leaving its private sector printing partners as much certainty as possible as they pursue their business planning and investment strategies.

- **In-house, black ink print-on-demand production**

Effective print-on-demand services mean that clients can order the exact number of copies they need at the moment, without having to keep an inventory on hand for some possible future demand. Information does not become stale because changes to originals can be made quickly and easily when the next set of copies is required. There is less Printroom paper waste than with offset printing, and less waste because there are fewer unused copies to throw out. Printing costs remain the same, regardless of job size, so clients do not order more than they really need simply to get a lower unit cost.

- **Benefits of print-on-demand:**
  - **quick turn around**
  - **less inventory**
  - **less waste**
  - **no stale data**

- **Pre-press graphic design and layout consulting expertise and production.**

QPA design staff help clients develop layouts for their documents, help clients improve their layout capabilities, and help clients liase with private sector design studios. QPA handles quick turnaround and specialty graphic design work in house.

- **Design/layout:**
  - **consulting**
  - **specialty production**

- **Forms design and production.**

QPA helps clients develop business forms they require to manage their programs, provides in-house design production and manages private sector forms design and printing contracts. QPA will offer electronic forms design and production services in the near future.

- **Forms:**
  - **Design**
  - **Production**
  - **Consulting**

- **Publishing advice and publishing contract management.**

Clients seek advice on a wide range of publishing matters from their QPA Account Managers, who are prepared to manage all aspects of the project on behalf of their clients: helping clients prepare specifications for publishing projects; developing publishing procurement strategies and methods; managing supplier contracts; monitoring the quality; and looking after the visual identity requirements of publishing projects.

As well, QPA keeps up to date on overall publishing trends and clients' emerging publishing needs on behalf of the government as a whole.

- **Publishing management:**
  - **Advice**
  - **Specifications**
  - **Contracting**
  - **Visual identity**

- **Reprographics planning**

Assisting clients in analyzing their printing equipment requirements and selecting the most efficient printing solution for their needs.

- **Subscription services**

QPA publishes legislative documents and government publications to regular subscribers and one-time buyers. High profile publications include Hansard, Yukon Gazette, statutes and regulations.

Subscriptions services will be enhanced to include managing clients' mailing lists for mail merge and distribution directly from the Printroom.

- **Informatics**

Clients provide the "content" information they need to get published. QPA helps provide the medium to publish the content, and provides to clients "process" information (e.g. data on cost, schedules, job profiles, usage patterns, etc.) which helps clients budget, plan and implement their current and future publishing projects.

## 5. Core Strategies

The core service strategies of the QPA are to ensure that:
- Clients' print-on-demand needs are met.
- Clients' needs for cost-effective, worry-free access to private sector publishing resources are met.
- Clients can get all their publishing solutions addressed through one contact point at QPA.
- Clients' transaction costs are kept to a minimum.

## 6. Key Success Factors

Key factors which ensure success in delivering on the mission and mandate are:

- **Client service:** The QPA strives to be the service provider of choice for its clients, which means:
  - keeping up to date knowledge of clients' publishing needs and capabilities;
  - maintaining open lines of communication with clients;
  - being client-driven, "going the extra mile" to help the client find the right solution to the client's needs;
  - being knowledgeable about all aspects of publishing.

- **Reprographics planning**

- **Subscriptions:**
  - **Legislative documents**
  - **Mail lists**
  - **Clients' publications**

- **Informatics:**
  - **Business data, in the form clients need it, when they need it.**

**Core strategies:**

- **Meet print-on-demand needs.**
- **Worry-free access to private sector resources.**
- **One contact point for service.**
- **Minimize transaction costs.**

**Key Success Factors:**

- **Know the clients' needs**
- **Open communication with clients**
- **Know the publishing business**

- **Relationships with suppliers:** Finding the right solution to the client's needs requires solid supplier relationships in all sectors of the business, which means:
  - keeping up to date knowledge of suppliers' products, services, prices and capabilities;
  - ensuring that suppliers are kept up to date on the government's publishing needs;
  - maintaining open lines of communication, anticipating problems and dealing effectively with them when they arise.

- **Know the suppliers**
- **Ensure suppliers know the government's needs**
- **Keep open communication with suppliers**

- **Team work and flexibility:** Publishing encompasses a wide range of needs and services. Producing the right publishing solution means pulling together resources from several sources, which can only happen when people work together effectively. Being up front with every team member is a must.

- **Teamwork - resources working together**

- **Reduced transaction costs:** Queen's Printer staff have the experience and know-how to provide cost-effective publishing solutions. This makes it possible for clients to focus on their jobs, and take advantage of the reduced publishing transaction costs achievable by using Queen's Printer services.

- **Reduce publishing transaction costs through efficient service**

## 6. Organizational Structure

The QPA is a program activity of the Supply Services Branch of the Department of Government Services. Day-to-day business is managed by the QPA reporting to the Director, Supply Services Branch.

Refer to Organizational Structure (Appendix A) for more information.

# B. WORK PLAN.

## 1. In 1997/98 QPA will:

**1997/98 Work Plan Highlights:**

- Initiate fee for service delivery of Printroom services on April 1, 1997. — **Fee for Service**
- Initiate fee for service for design unit section.
- Put in place expanded data management systems to improve business planning and help ensure that QPA and its clients get access to the business information they require to manage their publishing-related resources more effectively. — **Data management systems**
- Implement a financial management system to serve the needs of fee for service delivery under the SOA model in 1997/98. — **Financial system**
- Provide technical expertise in digital publishing services via CD-ROM and on-line access arrangements. — **Digital publishing service**
- Provide on-line access from clients' computer workstations to the Docutech duplicating equipment in the Printroom. — **On-line access to Printroom**
- Enhance subscriptions management services: — **Enhanced subscription management services:**
  - convert and upgrade the legislative subscriptions databases — **upgrade databases**
  - arrange for receipt of payment by credit card — **credit cards**
  - arrange for on-line ordering of subscriptions — **on-line ordering**
  - convert subscription products to electronic media — **electronic media**
  - initiate mail-list management services — **mail list services**
- Enhance forms production and inventory systems: — **Enhanced forms management:**
  - complete development of the forms inventory and production database management system — **create databases**
  - rationalize the current inventory of forms to eliminate unused forms and reduce duplication — **rationalize inventory**

- Initiate development and use of electronic forms for program and administrative purposes throughout the government:
  - develop on-screen, 'fill and print', linked and transmittable forms for use within Government Services on a pilot basis, and for subsequent use throughout the government.

**Transition to electronic forms:**
- **on-screen forms**
- **fill and print**
- **link to databases**
- **electronic transmission**

- Develop costing models and strategies to assist in moving printing volumes off convenience copiers to more cost effective printing sites.

**Efficient use of convenience photocopiers**

- Participate in developing a government-wide document management strategy through initiatives related to convenience copiers, electronic publishing, on-line printing and subscriptions services.

**Document management strategy**

- Develop career path training plans and ensure that staff receive on-going technical and client service training, with emphasis in 1997/98 on:
  - Database management.
  - Electronic forms production and management systems training.
  - Graphic design, with emphasis on transition to electronic media
  - Current printing and publishing processes.
  - Procurement practices.

**Staff development**

## 2. Looking To The Future 1998 and Beyond

Over the long term, QPA will continue to pursue the directions established in the 1997/98 Business Plan. The facility will serve the basic needs of the government and will exist in balance with the photocopying capabilities of departments and with private sector printers:

**Beyond 1997/98:**

- **Electronic media**
- **Business systems**
- **Client service**
- **Self sustaining**
- **Sale of government publications**
- **Networking capabilities**
- **Design consultation**

- Play an active role in the on-going evolution to electronic publishing media.
- Improve business systems.
- Continually improve client service.
- Become fully self-sustaining, including self-funding for bilingual service capability. This will involve securing funds through Queen's Printer's sources for the bilingual Account Manager position which is currently fully funded by the Bureau of French Language Services.
- Take lead in developing a publication strategy to guide Queen's Printer and departments in the sale of government publications.
- Diversification of services.
- Implement networking capabilities between clients' workstation and the Queen's Printer.
- Implement Graphic Design Consultation.

# C. BUSINESS CONCEPT

## 1. Performance Measurements

**Performance Measurements**

The success of the QPA in fulfilling its mission and meeting its mandate will be measured by:

- **Overall client satisfaction** - as determined through point of service feedback surveys and focus group sessions. See Appendix F for results of Service Feedback Surveys.

  The point of service feedback surveys showed turnaround time at 90%, quality of product at 80% courteous service at 88% and overall client service at 80%. The overall target for 1997/98 is to raise the overall level to 87%. A focus group will be set up to discuss client service at the Queen's Printer. This group will consist of four or five contacts from various departments that will meet four times a year .

- **Client satisfaction**
- **Survey form that emphasizes all of Queen's Printer**

- **Servicing cost per $1000 of print contract value** - for contracts over $1000 with private sector printers.

- **Contract management costs**

- **Image production cost per standard 100 page document** - for in-house print-on-demand services.

- **Image production unit costs**

## 2. Financial Objectives

**Financial Objectives:**

In 1997/98 Queen's Printer sections revenues will come from two sources:

- Fee for service for all Printroom costs and a portion of design unit costs.
- An appropriation for all other costs.

- **Fee for service - Printroom**
- **Fee for Service - Design Unit**
- **Appropriation for all other costs**

The QPA will strive to meet the income projections for 1997/98 laid out in Appendix B.

**Income projections for 1997/98**

## 3. Production Objectives

**Production Objectives**

Government-wide printing activity for 1994/95 - 1996/97 (projected) is presented in Appendix C , which shows the volume of printing done in-house, by private sector printers and on convenience photocopiers located in departments.

For in-house print-on-demand production, the overall target is 9,000,000 images.

**Printroom target - 9M images**

**Targets for migrating volumes off convenience copiers to be negotiated**

Appendix C shows that, based on current projections for final volumes in 1995/96, over 60% of all government printing (excluding printing on laser printers) is done on convenience photocopiers located in departments. Unit costs are typically higher on convenience copiers than on Printroom equipment, and the cost of having staff stand in front of convenience copiers is generally not accounted for. QPA will work with its clients to calculate the full costs of printing on convenience copiers so that clients have the business information they need to make informed decisions as to where their printing needs can most efficiently be met. Numerical targets for migrating printing volumes off convenience copiers will be defined in 1997/98, in conjunction with QPA clients.

## APPENDIX A

## ORGANIZATIONAL STRUCTURE

The following describes the duties of the current positions in the Queen's Printer Agency:

### Manager

The position manages the operations and planning of the QPA; supervises the in-house production services; provides for the delivery of the legislative document subscriptions service; coordinates the publishing management and document management programs of the Yukon Government.

The position evaluates, directs, manages and consults on publishing and printing procurement standards, systems and procedures to clients.

### Account Managers - 3 positions

Reporting to the Manager, the incumbents help ensure that the full range of their clients' publishing needs are met, either through in-house resources or through private sector contractors. The Account Managers are the primary liaison between QPA and its clients at all levels; they foster QPA - client relationships to enable effective service delivery; they provide consulting services, and provide project management and procurement functions. One Account Manager position is designated as fully bilingual to facilitate meeting the commitment to bilingual publishing services.

### Graphic Designer

Reporting to the Manager, the incumbent performs graphic and electronic art production services to ready client publishing requests for printing, provides design consultation, conceptualizes and develops creative design ideas for documents and other published material.

### Forms Clerk

Reporting to the Manager, the incumbent manages the forms management information system; maintains the electronic art system; maintains the inventory management records system; compiles design, manufacturing specifications and cost information; designs and prepares camera ready art for one part forms (electronic and print versions); consults with clients on services and standards on product use.

### Subscriptions Supervisor

Reporting to the Manager, the incumbent supplies registered subscribers with copies of legislative documents including statutes, regulations, Hansard and the Yukon Gazette; maintains the legislative subscription management database systems and information management systems; maintains, reports, and reorders product inventories; coordinates subscription listing output services for client departments as requested; facilitates coordination, packaging and shipping of subscription materials.

**Operations Support Assistant**

Reporting to the Manager, the incumbent enters client work orders, client projects and other support data into the information management system; responds and coordinates clients' requests and services through contact with the Account Managers, graphic design services, Printroom production and subscription services; coordinates reports on all aspects of QPA production and services activities.

**Printroom Operators - 2 positions**

The positions, reporting to the Manager, operate the duplicating and bindery/finishing equipment in the Printroom. Responsibilities include managing Printroom production traffic, managing Printroom supplies and performing operations maintenance of the equipment

## APPENDIX B

## FINANCIAL INFORMATION

**Comparative Income Statement**

| | 1997/98 | 1998/99 | 1999/2000 |
|---|---|---|---|
| **Revenue** | | | |
| Revenue from in-house printing by YTG Depts | $405.0 | $427.0 | $439.0 |
| **Expenses** | | | |
| Personnel Costs | 241.5 | 253.1 | 254.8 |
| Repairs & Maintenance | 100.0 | 107.0 | 114.5 |
| Supplies | 52.6 | 55.2 | 58.0 |
| Postage & Freight | 10.5 | 11.0 | 11.6 |
| Total Expenses | 404.6 | 426.3 | 438.9 |
| **Net Income** | **$.4** | **$.7** | **$.1** |

# Printroom Rate Structure - 1997/98

**Design Unit Rates**

| | |
|---|---|
| **Graphic Design Services** | $26.10 |
| **Form Design Services** | $23.40 |

**Printroom Rates**

| | |
|---|---|
| **Pre-press** (cut & paste, screen photos, etc.) | $23.12 |

| | | Costing Unit | Materials | Time | Cost/Unit |
|---|---|---|---|---|---|
| **Impression Charges** | Docutech and 1090 | Impression | N/A | N/A | $0.033 |
| **Binding - Cerlox** | | | | | |
| | 1/4 " | each | $0.07 | $0.33 | $0.40 |
| | 5/16" | each | $0.07 | $0.41 | $0.48 |
| | 3/8" | each | $0.07 | $0.41 | $0.48 |
| | 1/2" | each | $0.10 | $0.49 | $0.59 |
| | 3/4" | each | $0.16 | $0.64 | $0.82 |
| | 1" | each | $0.26 | $0.72 | $0.98 |
| | 1 1/4" | each | $0.28 | $0.87 | $1.15 |
| | 1 1/2" | each | $0.31 | $1.03 | $1.34 |
| | 2" | each | $0.35 | $1.41 | $1.76 |
| **Binding - Other** | | | | | |
| | Thermal binding 8.5x11 | each | $0.36 | $0.00 | $0.36 |
| | Collate and Saddle stitching | each | $0.03 | $0.45 | $0.48 |
| | Corner stitching | each | $0.02 | $0.00 | $0.02 |
| | Side stitching | each | $0.04 | $0.00 | $0.04 |
| **Other Finishing** | | | | | |
| | Cutting/trim | per order | 0.00 | $3.00 | $3.00 |
| | Folding - machine | per sheet | 0.00 | $0.01 | $0.01 |
| | Folding - hand | per sheet | 0.00 | $0.03 | $0.03 |
| | Padding | per pad | | | $0.25 |
| | Drilling 3 holes | per 1K sheets | 0.00 | $2.00 | $2.00 |
| **Paper** | | | | | |
| | 8 1/2" white 20 lb | each | $0.0125 | N/A | $0.0125 |
| | 8 1/2" colour 20 lb | each | $0.0164 | N/A | $0.0164 |
| | 8 1/2" white 20 lb drilled | each | $0.0143 | N/A | $0.0143 |
| | 14" white 20 lb | each | $0.0156 | N/A | $0.0156 |
| | 14" colour 20 lb | each | $0.0197 | N/A | $0.0197 |
| | 17" white 20 lb | each | $0.0208 | N/A | $0.0208 |
| | 17" colour 20 lb | each | | | |
| | 8 1/2" Tag | each | $0.0932 | N/A | $0.0932 |
| | 14" Tag | each | $0.1539 | N/A | $0.1539 |
| | Plainfield Plus 120 lb | each | $0.0496 | N/A | $0.0496 |
| | 8 1/2" Tag manilla 9 pt | each | $0.0546 | N/A | $0.0546 |
| | 14" Tag manilla 9 pt | each | $0.1537 | N/A | $0.1537 |
| **Cover stock** | | | | | |
| | 11" 50 lb | each | $0.044 | N/A | $0.044 |
| | 11" 65 lb | each | $0.051 | N/A | $0.051 |
| | 11" 80 lb | each | $0.081 | N/A | $0.081 |
| | 14" 50 lb | each | | N/A | |
| | 14" 65 lb | each | | N/A | |
| | 14" 80 lb | each | $0.117 | N/A | $0.117 |
| | 17" 50 lb | each | | N/A | |
| | 17" 65 lb | each | | N/A | |
| | 17" 80 lb | each | $0.226 | N/A | $0.226 |
| **Tab dividers** | | each | $0.12 | N/A | $0.12 |
| **Handling** | | per order | | | $2.00 |
| **Courier** | | trip | N/A | | $3.70 |
| **Packaging** | | each | N/A | | $3.85 |

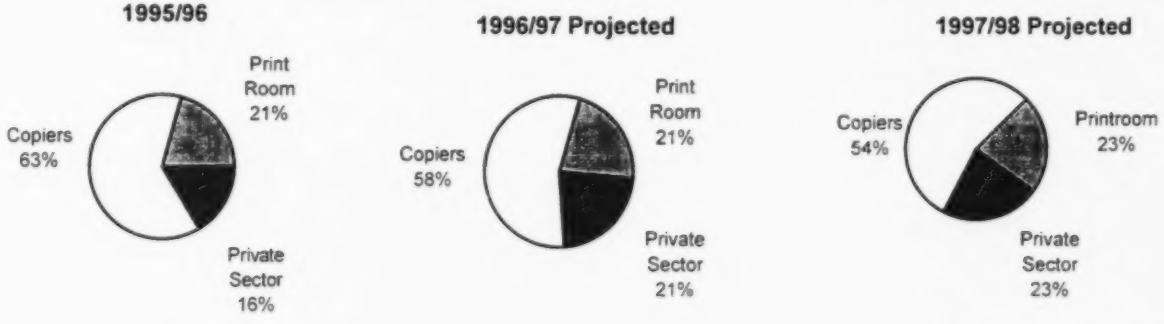
## APPENDIX C

## OPERATING INFORMATION

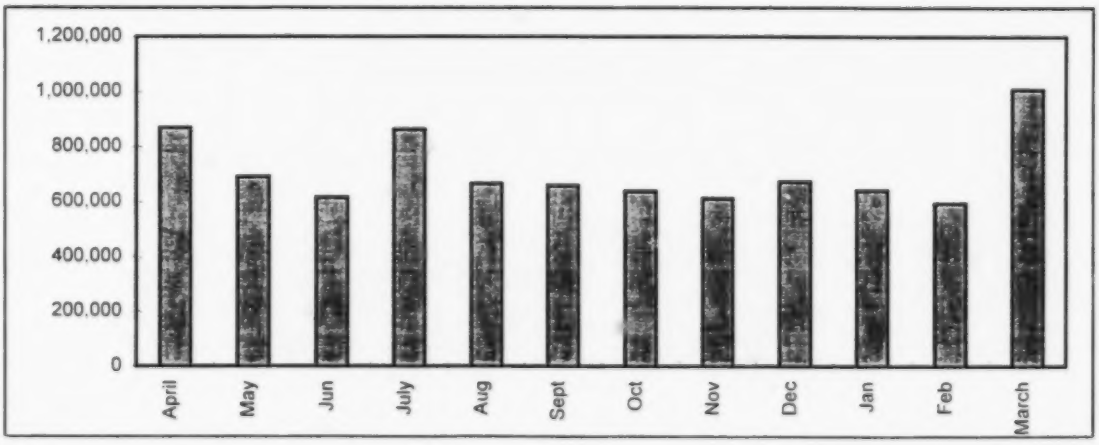
| PRINT VOLUMES | | | | |
|---|---|---|---|---|
| | Printroom Images | Private Sector Images | Convenience Copiers Images | Total Images |
| **1994/95 Actual** | 4,560,000 | 9,360,000 | 20,810,000 | 34,730,000 |
| **1995/96 Actual** | 8,854,000 | 7,000,000 | 27,000,000 | 42,854,000 |
| **1996/97 Annual** | 8,882,000 | 9,000,000* | 25,000,000* | 42,882,000 |
| **1997/98 Projected** | 9,000,000 | 9,000,000 | 22,000,000 | 40,000,000 |

* Estimated

**Break out of Print Volumes: Convenience Copiers / Printroom / Private Sector Printers**




**1996/97 Printroom Volumes by Month**



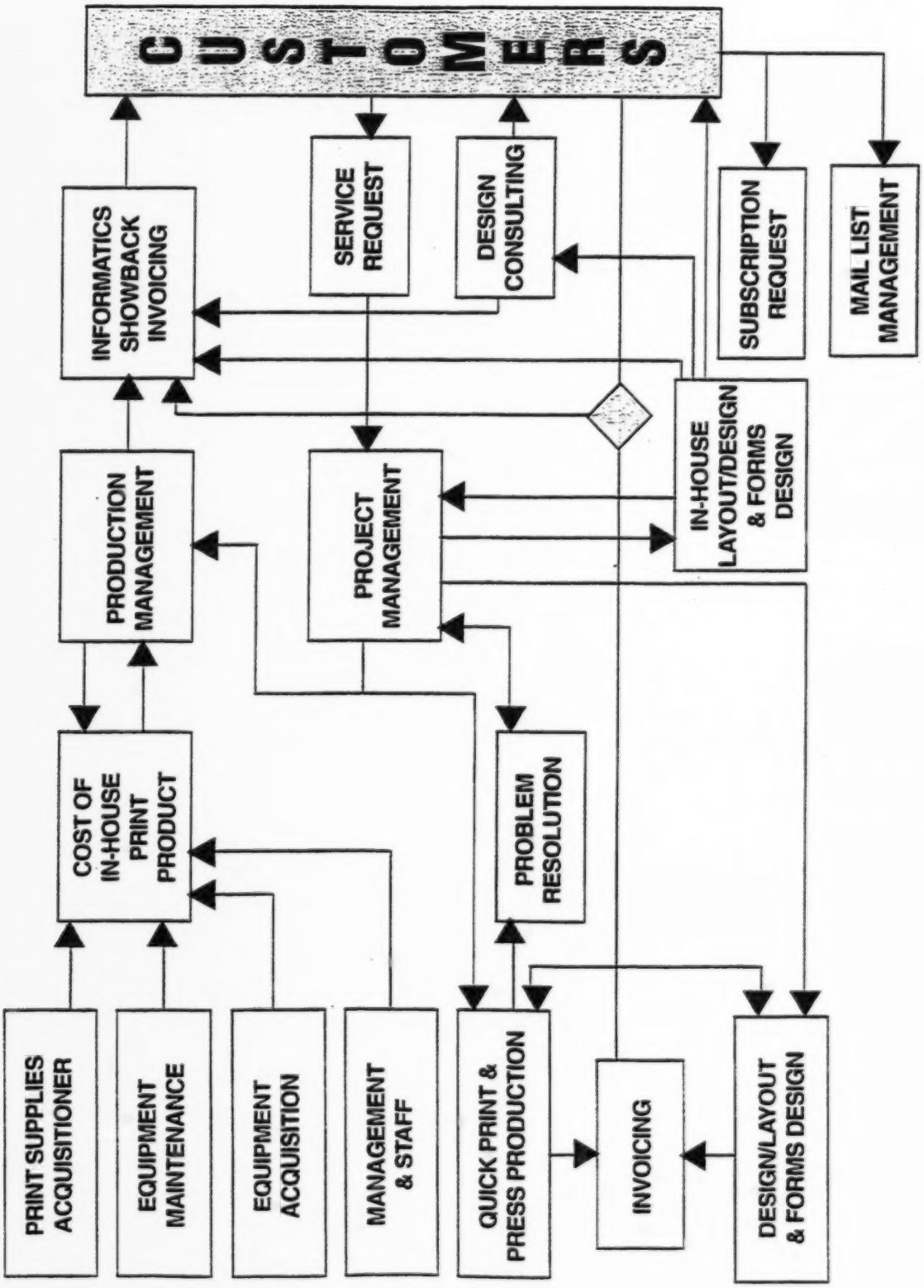
**CUSTOMER PROFILE**
**Printroom Services**
**(Based on Service Requests Received)**

| Client | 1995/96 (Actual) | 1996/97 (Projected) | 1997/98 (Projected) |
|---|---|---|---|
| Community & Transportation Services | 7.9% | 9.1% | 10.1% |
| Economic Development | 2.7% | 6.4% | 4.5% |
| Education | 29.8% | 29.6% | 24.1% |
| Executive Council Office | 6.3% | 7% | 9.5% |
| Executive Offices | 2.3% | 1.4% | 1.5% |
| Finance | 8.1% | 1.6% | 7.7% |
| Government Services | 11.5% | 12.7% | 10.2% |
| Health & Social Services | 5.2% | 4.6% | 5.4% |
| Justice | 4.0% | 5.3% | 4.5% |
| Legislative Assembly | 1.0% | 1.8% | 2.3% |
| Public Service Commission | 11.4% | 7.4% | 10.1% |
| Renewable Resources | 6.1% | 7% | 6.1% |
| Tourism | 2.1% | 2.3% | 3.1% |
| Women's Directorate | 0.0% | 1.1% | 1.5% |
| Workers' Compensation Health & Safety Bd. | 0.2% | .4% | 0% |
| Yukon Energy/Development Corporation | 0.0% | 0% | 1.5% |
| Yukon Housing Corporation | 0.1% | .5% | 1.6% |
| Yukon Liquor Corporation | 1.4% | 1.7% | 0% |
| **Totals** | 100% | 100% | 100% |

**SUBSCRIPTION SERVICES**

| Product | Active Subscriptions | | |
|---|---|---|---|
| | 1994/95 (Actual) | 1995/96 (Actual) | 1996/97 (Projected) |
| Hansard | 239 | 260 | 246 |
| Statutes | 384 | 373 | 441 |
| Regulations | 225 | 228 | 212 |
| Yukon Gazette | 183 | 181 | 155 |

## APPENDIX D: QUEEN'S PRINTER - BUSINESS ARCHITECTURE



## APPENDIX E

## CLIENT SERVICE AGREEMENT

### INTRODUCTION

This agreement sets out the publishing services the Queen's Printer Agency will provide in the Fiscal Year 1997/98. It defines any terms and conditions which affect the services being provided.

The objective is to foster certainty and confidence for clients in the services they receive from the Queen's Printer Agency.

### SERVICES PROVIDED

The services offered to all clients include:

- **In-house, black ink print-on-demand production.**

QPA provides black ink, print-on-demand service. Offset and colour production will be left to the private sector. Effective print-on-demand services mean that clients can order the exact number of copies they need at the moment, without having to keep an inventory on hand for some possible future demand. Information does not become stale because changes to originals can be made quickly and easily when the next set of copies is required. There is less Printroom paper waste than with offset printing, and less waste because there are fewer unused copies to throw out. Printing costs remain the same, regardless of job size, so clients do not order more than they really need simply to get a lower unit cost.

- **Pre-press graphic design and layout consulting expertise and production.**

QPA design staff help clients develop layouts for their documents, help clients improve their layout capabilities, and help clients liaise with private sector design studios. QPA handles quick turnaround and specialty graphic design work in house.

- **Forms design and production.**

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- **Publishing advice and publishing contract management.**

Clients seek advice on a wide range of publishing matters from their QPA Account Managers, who are prepared to manage all aspects of the project on behalf of their clients: helping clients prepare specifications for publishing projects; developing publishing procurement strategies and methods; managing supplier contracts; monitoring the quality; and looking after the visual identity requirements of publishing projects.

As well, QPA keeps up to date on overall publishing trends and clients' emerging publishing needs on behalf of the government as a whole.

- **Reprographics planning**

Assisting clients in analyzing their convenience copier equipment requirements and selecting the most efficient printing solution for their needs.

- **Subscription services.**

QPA publishes legislative documents and government publications to regular subscribers and one-time buyers. High profile publications include Hansard, Yukon Gazette, statutes and regulations. Arrangements will be made to accept payment by credit card and for on-line ordering and access to selected publications.

Subscriptions services will be enhanced to include managing clients' mailing lists for mail merge and distribution directly from the Printroom.

- **Informatics**

Clients provide the "content" information they need to get published. QPA helps provide the medium to publish the content, and provides to clients "process" information (e.g. data on cost, schedules, job profiles, usage patterns, etc.) which helps clients budget, plan and implement their current and future publishing projects.

- **Other needs**

QPA commits to provide to the Client all the services listed above and will strive to help meet other related publishing needs wherever possible.

## TERMS AND CONDITIONS

Several terms and conditions affect this service commitment, as follows:

**Printroom Production:**

- Printroom production requested by the Client will be costed on the basis of the rate structure defined in Annex A.

Each month, or as otherwise agreed to, QPA will provide to the Client an invoice which will detail all Printroom jobs completed that month for the Client and other information as agreed to.

- QPA will endeavor to provide one (1) to three (3) day turnaround where the Client's deadlines require such service. The Client will endeavor to make requests as far in advance of their deadlines as possible. Where it is not possible to meet the Client's Printroom service request, QPA will, upon prior approval of the Client, contract the work to private sector suppliers, at the cost of the Client.

- Priority will be given to service requests as per the ranking defined in Annex B. Where service requests with a higher ranking than the Client's are received, they will take priority, and may affect the turnaround time for the Client's request. QPA will endeavor to help in any way possible to minimize any resulting inconvenience to the Client.

**Design Services:**

Design Services requested by the client will be costed on the basis of the rate structure defined in Annex A.

**All Other Services:**

All other services will be provided without cost to the Client, except where QPA incurs costs for work contracted out to private sector suppliers.

**On behalf of (name of Client Department):**

Name
Title
Signature _____ Date _____

**On behalf of Queen's Printer Agency:**

Frank Wilps
Manager, Queen's Printer Agency

Signature _____ Date _____

## Annex A: Rate Structure

| | | | | | |
|---|---|---|---|---|---|
| **Design Unit Rates** | | | | | |
| **Graphic Design Services** | | | | | $26.10 |
| **Form Design Services** | | | | | $23.40 |
| **Printroom Rates** | | | | | |
| **Pre-press** (cut & paste, screen photos, etc.) | | | | | $23.12 |
| | | **Costing Unit** | **Materials** | **Time** | **Cost/Unit** |
| **Impression Charges** | Docutech and 1090 | impression | N/A | N/A | $0.033 |
| **Binding - Cerlox** | | | | | |
| | 1/4 " | each | $0.07 | $0.33 | $0.40 |
| | 5/16" | each | $0.07 | $0.41 | $0.48 |
| | 3/8" | each | .$0.07 | $0.41 | $0.48 |
| | 1/2" | each | $0.10 | $0.49 | $0.59 |
| | 3/4" | each | $0.16 | $0.64 | $0.82 |
| | 1" | each | $0.26 | $0.72 | $0.98 |
| | 1 1/4" | each | $0.28 | $0.87 | $1.15 |
| | 1 1/2" | each | $0.31 | $1.03 | $1.34 |
| | 2" | each | $0.35 | $1.41 | $1.76 |
| **Binding - Other** | | | | | |
| | Thermal binding 8.5x11 | each | $0.36 | $0.00 | $0.36 |
| | Collate and Saddle stitching | each | $0.03 | $0.45 | $0.48 |
| | Corner stitching | each | $0.02 | $0.00 | $0.02 |
| | Side stitching | each | $0.04 | $0.00 | $0.04 |
| **Other Finishing** | | | | | |
| | Cutting/trim | per order | 0.00 | $3.00 | $3.00 |
| | Folding - machine | per sheet | 0.00 | $0.01 | $0.01 |
| | Folding - hand | per sheet | 0.00 | $0.03 | $0.03 |
| | Padding | per pad | | | $0.25 |
| | Drilling 3 holes | per 1K sheets | 0.00 | $2.00 | $2.00 |
| **Paper** | | | | | |
| | 8 1/2" white 20 lb | each | $0.0125 | N/A | $0.0125 |
| | 8 1/2" colour 20 lb | each | $0.0164 | N/A | $0.0164 |
| | 8 1/2" white 20 lb drilled | each | $0.0143 | N/A | $0.0143 |
| | 14" white 20 lb | each | $0.0156 | N/A | $0.0156 |
| | 14" colour 20 lb | each | $0.0197 | N/A | $0.0197 |
| | 17" white 20 lb | each | $0.0208 | N/A | $0.0208 |
| | 17" colour 20 lb | each | | | |
| | 8 1/2" Tag | each | $0.0932 | N/A | $0.0932 |
| | 14" Tag | each | $0.1539 | N/A | $0.1539 |
| | Plainfield Plus 120 lb | each | $0.0496 | N/A | $0.0496 |
| | 8 1/2" Tag manilla 9 pt | each | $0.0546 | N/A | $0.0546 |
| | 14" Tag manilla 9 pt | each | $0.1537 | N/A | $0.1537 |
| **Cover stock** | | | | | |
| | 11" 50 lb | each | $0.044 | N/A | $0.044 |
| | 11" 65 lb | each | $0.051 | N/A | $0.051 |
| | 11" 80 lb | each | $0.081 | N/A | $0.081 |
| | 14" 50 lb | each | | N/A | |
| | 14" 65 lb | each | | N/A | |
| | 14" 80 lb | each | $0.117 | N/A | $0.117 |
| | 17" 50 lb | each | | N/A | |
| | 17" 65 lb | each | | N/A | |
| | 17" 80 lb | each | $0.226 | N/A | $0.226 |
| **Tab dividers** | | each | $0.12 | N/A | $0.12 |
| **Handling** | | per order | | | $2.00 |
| **Courier** | | trip | N/A | | $3.70 |
| **Packaging** | | each | N/A | | $3.85 |

**Annex B: Priority Schedule**

Priority is given to in-house production of the following materials, in descending order:

- **Legislative Materials** - Hansard, Gazette, Acts, Regulations, materials for the Legislative Assembly.
- **Finance** - budget materials.
- **Executive Council Office** - including direct ministerial requests, ministerial statements, time-sensitive Bureau of Statistics materials, Land Claims priority documents, Elections Office materials.
- **Specifications** - for public tenders.
- **Program Materials** - schools, departmental copying and printing, general operational and last minute requests.
- **MLA Newsletters** - limits on the number of requests are specified by the Member Services Board. Requests are authorized by the Clerk of the Assembly.
- **Non-profit** - services for non-profit groups may be made through the sponsoring department.

Appendix F

# Queen's Printer Service Feedback Surveys



| TURNAROUND TIME | Total | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Extremely Satisfied | 90.0% | 27 | 38 | 28 | 44 | 39 | 51 | 41 | | | | 43 | 44 | 41 | 45 |
| Very Satisfied | 1.8% | | | 1 | | 2 | | | | | | 2 | 3 | | 1 |
| Satisfied | 0.0% | | | | | | | | | | | | | | |
| Less Than Satisfied | 0.2% | | | | | 1 | | | | | | | | | |
| Unsatisfied | 3.5% | 3 | 2 | 4 | 1 | 2 | | 1 | | | | 2 | 1 | | 1 |
| No Response | 4.5% | | 1 | 1 | 1 | 1 | 3 | 3 | | | | 2 | 5 | 2 | 3 |
| Total | 100.0% | | | | | | | | | | | | | | |
| QUALITY OF PRODUCT | Total | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 |
| Extremely Satisfied | 82.7% | 22 | 34 | 27 | 38 | 37 | 47 | 36 | | | | 40 | 41 | 39 | 44 |
| Very Satisfied | 9.4% | 7 | 3 | 5 | 6 | 4 | 1 | 5 | | | | 6 | 5 | 1 | 3 |
| Satisfied | 2.9% | 1 | 1 | | 1 | 2 | 4 | 1 | | | | | 3 | 1 | |
| Less Than Satisfied | 0.4% | | 1 | 1 | | | | | | | | | | | |
| Unsatisfied | 0.6% | | | 1 | | 1 | | | | | | 1 | | | |
| No Response | 4.1% | | 1 | | 1 | 1 | 3 | 3 | | | | 2 | 4 | 2 | 3 |
| Total | 100.0% | | | | | | | | | | | | | | |
| COURTEOUS SERVICE | Total | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 |
| Extremely Satisfied | 87.9% | 30 | 38 | 28 | 36 | 39 | 49 | 39 | | | | 42 | 43 | 41 | 45 |
| Very Satisfied | 4.3% | | 2 | 4 | 7 | 2 | | 1 | | | | 3 | 2 | | |
| Satisfied | 1.0% | | | | | 1 | | 1 | | | | 1 | 2 | | |
| Less Than Satisfied | 0.0% | | | | | | | | | | | | | | |
| Unsatisfied | 0.2% | | | | | 1 | | | | | | | | | |
| No Response | 6.5% | | | 2 | 3 | 2 | 5 | 4 | | | | 3 | 6 | 2 | 5 |
| Total | 100.0% | | | | | | | | | | | | | | |
| OVERALL SERVICE | Total | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 |
| Extremely Satisfied | 83.2% | 26 | 36 | 24 | 35 | 38 | 46 | 38 | | | | 40 | 44 | 37 | 43 |
| Very Satisfied | 9.4% | 4 | 2 | 7 | 9 | 4 | 2 | 2 | | | | 4 | 5 | 3 | 4 |
| Satisfied | 2.6% | | 2 | 2 | 1 | 1 | 3 | 1 | | | | 1 | | 1 | |
| Less Than Satisfied | 0.2% | | | | | | | | | | | 1 | | | |
| Unsatisfied | 0.2% | | | | | | | | | | | 1 | | | |
| No Response | 4.5% | | | 1 | 1 | 2 | 3 | 4 | | | | 2 | 4 | 2 | 3 |
| Total | 100.0% | | | | | | | | | | | | | | |
| IMPROVEMENT IDEAS | | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 |
| Suggestions Offered | 7.0% | 5 | 28 | 11 | 32 | 8 | 26 | 18 | | | | 12 | 1 | 5 | 3 |
| No Problems | 16.3% | 30 | 12 | 23 | 11 | 37 | 44 | 17 | | | | 37 | 52 | 38 | 47 |
| Number of Surveys Returned | 23.2% | 35 | 40 | 34 | 46 | 45 | 54 | 45 | | | | 49 | 53 | 43 | 50 |
| Number of Surveys Issued | 100.0% | 76 | 110 | 124 | 147 | 200 | 276 | 245 | | | | 267 | 241 | 188 | 256 |
| CUSTOMER USE OF SERVICES | Total | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 |
| No. of customers using the service weekly | 29.3% | 7 | 9 | 1 | 10 | 14 | 17 | 10 | | | | 21 | 17 | 19 | 10 |
| No. of customers using the service monthly | 22.2% | 4 | 18 | 9 | 8 | 12 | 5 | 6 | | | | 10 | 16 | 3 | 11 |
| No. of customers using the service <6 times/yr. | 48.5% | 19 | 13 | 24 | 25 | 19 | 29 | 24 | | | | 18 | 14 | 18 | 20 |
| Total | 100.0% | | | | | | | | | | | | | | |